

News Letter

AMERICAN MANAGEMENT
ASSOCIATION

20 Vesey Street

New York, N. Y.

No. 29.

May 15, 1926.

Management Mission to Europe

The Association's Mission to Europe will now take on added interest because of arrangements now being completed to study the effects of the general strike in Great Britain.

Conferences will be held with representatives of the labor organizations and the government on the causes leading up to the strike declaration, the events of the strike and its results.

Members of the Mission will thus have the opportunity of personally examining at first hand an event of epoch-making importance to both employer and employed.

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Financial Executives Conference

Program

Hotel Astor, New York

Wednesday, May 26, 1926.

Morning

10:00 Ratios—A New Method of Financial Statement Analysis, by ALEXANDER WALL, Secretary-Treasurer, The Robert Morris Associates (a group of the loaning officers and credit executives of 400 of the largest banks in America).

11:15 Suitable Uses of Common Stocks, Preferred Stocks, Bonds, Notes and Bank Loans in Company Financing, by E. M. HAY, Dillon Read & Company.

Afternoon

2:15 Non-Voting Common Stocks, by ALBERT DE ROODE of the New York Bar.

3:30 Non-Par Stocks, by WILLIAM T. NOLTING, Treasurer, United Fruit Company.

Thursday, May 27, 1926.

Morning

10:00 Financial Budgeting Technique, by CHESTER E. WEGER, Manager, Budget Department, Henry L. Doherty & Company.

12:45 Luncheon

Factors in the Business Situation, by CARL SNYDER, General Statistician, Federal Reserve Bank of New York.

Afternoon

2:30 Reserve and Dividend Policies, by WADDILL CATCHINGS, of the firm of Goldman, Sachs & Company.

3:45 Financing Pension Plans, by JOSEPH H. WOODWARD, Consulting Actuary, Woodward, Fondiller and Ryan.

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Management Week

Extent of progress in waste elimination during the last five years will be the topic to be considered by meetings forming a program of "Management Week," to be held in over 100 leading commercial and industrial centers during the last week in October.

It is the hope of the committee of sponsoring organizations (A. M. A.; A. S. M. E.; A. I. A.; S. I. E.; T. S. and the Division of Simplified Practice), that interest may be focussed on the gains in efficiency of management which have followed such surveys of wastes in commerce and industry as: "Waste in Industry," made by the Hoover Committee on Elimination of Waste in Industry; the Committee on "Business Cycles and Unemployment," and the National Distribution Conference.

In addition to the local memberships of the organizations comprising the national committee, invitations have been sent to local chambers of commerce, Rotary, Optimists, Kiwanis, Civitan, Lions and Cosmopolitan Clubs, executive groups and clubs, universities and colleges, to cooperate in the selection of a Management Week committee and development of a series of meetings. Because of the application and tests of recommendations, by an increasing number of industrialists and business men, it was felt by the National Committee that the topic selected will give the public an opportunity to know better than ever before what waste elimination means to the nation as a whole.

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Production Executives' Conference Silver Bay, Lake George, N. Y.

June 30, July 1 and 2

Program

Wednesday, June 30

Afternoon

2:30 The Foreman's Job

1. **The Foreman as Manager.** Speaker to be announced.

2. **Relation of the Foreman to Staff Departments and Functions**, by LEONARD S. TYLER, Vice President, The Acme Wire Co.

Evening

7:30 1. **Relation of the Foreman to the Personnel Department**, by M. J. KANE, Installation Department, Western Electric Company.

2. **Relation of the Supervisor to his Men**, by ARTHUR H. YOUNG, Industrial Relations Counselors, Inc.

Thursday, July 1

Morning

9:00 Qualifications and Development of Foremen

1. **Supervisors: Their Qualifications and Selection**, by EDWARD DANA, General Manager, Boston Elevated Railway.

2. **Rating Supervisors**, by HARVEY G. ELLERD, Manager of Industrial Relations, Armour and Company.

3. **Women in Supervisory Positions**, by ELEANOR H. LITTLE, Industrial Engineer, Central Planning Department, United States Rubber Company.

Afternoon

2:00 Development of Foremen

By FRANK P. COX, Manager, West Lynn Works, General Electric Company.

Evening

7:30 1. **Community Foremen's Clubs**, by ALBERT SOBEY, Director of Education, Industrial Mutual Association of Flint.

2. **Company Foremen's Clubs**, by W. J. RHODES, Works Manager, The Carter's Ink Company.

3. **Foremen's Meetings on Efficiency of Operation**, by C. E. STEVENS, Works Manager, White Sewing Machine Company.

Friday, July 2

Morning

9:00 The Foreman's Pay

1. **Salary versus Extra Financial Incentive Methods of Compensating Supervisors**, by A. W. ROWLEY, Industrial Engineer, Harder Manufacturing Corporation.

2. **Extra Incentive Compensation Plans for Supervisors; a Comparative Analysis**, by E. E. BRINKMAN, Industrial Engineer, Holeproof Hosiery Company.

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New Memberships

The following Research Sustaining and Company members have joined the Association since January 15, 1926:

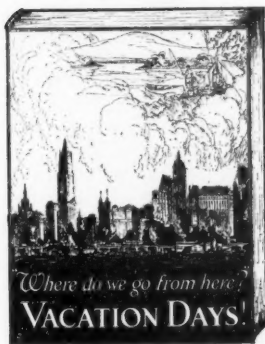
Research Sustaining

Cudahy Packing Company
Diebold Safe & Lock Company
Montgomery Ward & Co.
Westinghouse Electric & Manufacturing
Company
The White Motor Company

Company

American Trona Corporation
Babson's Statistical Organization, Inc.
Bankers Life Company
Blair & Company, Inc.
The Booth-Kelly Lumber Company
H. M. Byllesby & Company
The Dorr Company
Thomas A. Edison, Inc.
Elliott-Fisher Company
Ernst & Ernst
Hotels Statler Company, Inc.
International Harvester Company
Jaxon Steel Products Division,
General Motors Corporation
H. A. Johnson Company
The Lunkenheimer Company
Lycoming Manufacturing Company
Mono-Service Company
John Morrell & Company
National Employment Exchange
The Ohio Public Service Company
Real Silk Hosiery Mills
Sperry Flour Company
Spicer Manufacturing Corporation
Standard-Coosa-Thatcher Company
United Fruit Company
Yellow Manufacturing Sales Corporation

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A vacation guide book for New Jersey, Eastern Pennsylvania, New York and part of New England, has been issued by the Vacation Service Bureau whose object is to obtain reliable information regarding good, vacation places in the territory frequented by New York vacationists. The service of the Bureau is primarily for the use of employees of New York business houses. The Bureau eventually plans to help improve, where necessary, the standards of resorts by cooperation with state colleges of home economics and agriculture, and to increase the recreational possibilities of the resorts. Those interested in details of such a service to New York employees should refer to George A. Mead, Director, Vacation Service Bureau, 315 Fourth Ave., New York City, N. Y.

Supervisory Forces

- ☐ Selecting the Supervisory Forces (Committee Report).....\$1.00
- ☐ Measuring and Grading the Supervisory Forces (Committee Report)..... 1.50
- ☐ Extra Incentive Wage Plans for Inspectors .75
including methods of Edison Electric Appliance Co. Inc., Robbins & Myers Company, Holeproof Hosiery Company, White Sewing Machine Company and others.
- ☐ Extra Incentive Wage Plans for Foremen and Other Supervisors..... .75
including experiences of Acme Wire Company, A. O. Smith Corporation, New York Dock Company.
- ☐ Extra Incentives for Foremen in the Harder Manufacturing Company..... .75
by A. W. Rowley, Industrial Engineer.
- ☐ The Industrial Partnership Plan of the Dennison Manufacturing Co..... .50
by John A. Garvey, Employment Manager.
- ☐ Following Up Foreman Training..... .50
by John Calder.
- ☐ Relation of the Employment Department to the Foremen..... .50
by S. R. Rectanus, Assistant Manager, Ashland Division, The American Rolling Mill Company.

These reports are available to non-members at the above prices.

20% Discount to Individual Members
50% Discount to Company Members

AMERICAN MANAGEMENT ASSOCIATION

20 Vesey Street

New York, N. Y.

Please send me your Supervisory Forces Literature as checked above.

Name.....

Title.....

Company

Address.....

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Office Literature

☐ Measuring Office Output:.....\$2.00

1. The Status of Measuring Office Work by Marion A. Bills, Assistant Secretary, Aetna Life Insurance Co.
2. Units of Measurement for Office Work by Wallace Clark, Consulting Management Engineer.
3. A Specific Case of Measuring in the Office by A. S. Donaldson, Assistant General Manager, R. H. Macy & Co.
4. The Technique of Determining the "One Best Way" by B. Eugenia Lies, Director of Planning, R. H. Macy & Co.

☐ Classification and Compensation Plans as Tools in Personnel Administration by E. O. Griffenhagen, Senior Partner, Griffenhagen & Associates, Ltd.75

These reports are available to non-members at the above prices.

For additional copies
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Sales Literature

- ☐ **Automobiles and Selling.....\$1.50**
by L. V. Akins, Sales Service Department,
Amberg File & Index Co.
- ☐ **Sales Quotas Based on Market Analysis .75**
by Everett R. Smith, The Fuller Brush
Company.
- ☐ **Territorial Market Analysis..... .75**
by H. G. Weaver, Assistant to Director, Sales
Section, General Motors Corporation.
- ☐ **Some Difficulties to be Encountered in
Determining Sales Quotas..... .75**
by Donald R. G. Cowan, Commercial Re-
search Department, Swift & Company.
- ☐ **Training of Salesmen (1924)..... 3.00**
Part I. Some Guiding Principles in Salesman
Training.
Part II. Training Programs of Representative
Sales Organizations.
Alexander Hamilton Institute, Burroughs
Adding Machine Company, Dennison
Manufacturing Co., Equitable Life Assurance
Society of the U. S., Goodyear Tire and
Rubber Company, Inc., Metropolitan Life
Insurance Company, National Cash Re-
gister Co., Swift & Company.
Part III. Addresses by Tom Jones Meek, Or-
ganization Manager, The Spirella Com-
pany, Inc.; W. W. Charters, Director, Re-
search Bureau for Retail Selling, University
of Pittsburgh; Raymond J. Comyns, Assist-
ant Director of Sales, Alexander Hamilton
Institute; Victor Bowman, General Sales
Manager, Dennison Manufacturing Com-
pany.

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